Chapter-V

Results & Discussion
RESULTS AND DISCUSSION

The present study was undertaken with the objective of studying the Impact of Yoga Practicing On Various Skills Involved In Managerial Practices. This study consisted of 60 managers both from public and private sector organizations and firms. The collected data was subjected to various statistical analyses. The results and discussions are categorized under the following sections.

Section-I:

The impact of yoga practicing on A) Motivating skill B) Decision-making skill C) Leadership skill involved in managerial practices.

Section-II:

A) The impact of yoga practicing on total occupational stress.

B) The impact of yoga practicing on twelve stressors

1) role overload 2) role ambiguity 3) role conflict 4) unreasonable group and political pressure 5) responsibility for persons 6) under participation 7) powerlessness 8) poor peer relations 9) intrinsic impoverishment 10) low status 11) strenuous working conditions 12) unprofitability.
Section-III:

The impact of yoga practicing on interpersonal relationship skill.

Section-IV:

The impact of yoga practicing on communication skill.

Section-V:

A) Comparison of male and female subjects with respect to their scores on total occupational stress.

B) Comparison of male and female subjects with respect to their scores on overall managerial skills.

Section-VI:

A) Comparison of younger (28-40 years) and elder managers (41-53 years) with respect to their scores on total occupational stress.

B) Comparison of younger (28-40 years) and elder managers (41-53 years) with respect to their scores on overall managerial skills.

Section-VII:

A) Co-efficient of correlation between dimensions (stressors) of OSI and total occupational stress (before yoga).
B) Co-efficient of correlation between dimensions (stressors) of OSI and total occupational stress (after yoga).

Section-VIII:

A) Co-efficient of correlation between dimensions of MSIQ and overall managerial skills (before yoga).

B) Co-efficient of correlation between dimensions of MSIQ and overall managerial skills (after yoga).
Section-I:

The impact of yoga practicing on A) Motivating skill B) Decision-making skill C) Leadership skill involved in managerial practices.

In this section, results related to the first hypothesis - "There would be significant improvement in the overall efficacy of - A) Motivating skill B) Decision making skill C) Leadership skill involved in managerial practices after Yoga practicing" has been verified and discussed.

A) Motivating Skill:

Motivated employees are the biggest assets of an organization. They are becoming the competitive advantage for business, in the modern world. An organization, despite of having abundance of resources, will have its decline in near future, if the work force not willing to exploit its capabilities to fullest extent, due to lack of motivation. Non-motivated employees even can cause a business to fail.

When any external or internal threat breaks the psychological contact between the employees and the organization, that time, managers or executives must find out what the exact problem is, by looking beyond the symptoms, finding a solution, focusing on the problem and implementing a plan of action. Influencing peoples' motivation means, getting
them want to do what managers know must be done, to achieve organizational goal.

Motivating employees is extremely important for managers and supervisors. If the goals of the organization are not aligned with the goals of employees then employees are not effectively working toward the mission of the organization HRM, Indian Management. (Feb. 2001).

Except monitory incentives, some of the fundamental principles of motivating employees are – helping people to reach their potential, appreciating if they do something right, thinking and feeling positively and analytically about others, minimize criticizing or complaining, giving honest and sincere appreciation, listening to others patiently, interacting with others politely and with respect, increasing employees’ autonomy, creating good working conditions and delegating the work etc.

Providing and ensuring the feedback is consistence to do a desired behaviour, for which managers need emotional relaxation, clarity in understanding, helping, realistic, trust worthy, ethical, clear perception, communication and empathy.

Managers need some technique to explore such qualities and skills. And yoga is such a technique, which brings deep relaxation with which, individual becomes aware of the tensions in his body and learns to let go them off consciously in daily life. This is
deepened through pranayama; as one begins to let go off emotional tensions, in fact, he is able to appreciate other people and circumstances as they are rather than as a means of fulfilling his own needs. Yoga not only enhances the condition of individual's nervous system, but also allows and improved perception. As he becomes calm, he can see the true nature of people and situations clearly before acting impulsively. Some of the research findings also support this.

In a systematic study on yoga, it is found that positive approach towards life can be considerably improved after proper and intensive training in yoga (at 0.01 level of significance), whereas negative approach towards life can be greatly decreased with proper and intensive yoga training (at 0.01 level of significance). A marked improvement has been noticed (at 0.01 level of significance) in the qualities like self-concept, ability to handle crises in a positive way, proper attitude towards and proper evaluation of other people. Vinod R. S., Vinod S.D., Rajguru M. "Yoga Mimamsa" (Jan. 1998).

The finding by Richard Davidson and his team at UW Madison (1978) suggest that more activity and a more positive emotional state were produced by meditation itself.

The findings of the present study also support the findings of the earlier studies.
Table-2 showing Mean scores, SDs and ‘t’ value of motivating, decision-making and leadership skills involved in managerial practices.

<table>
<thead>
<tr>
<th>Skills</th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>df</th>
<th>P-value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivating</td>
<td>Before yoga</td>
<td>27.8500</td>
<td>4.5392</td>
<td>1.9667</td>
<td>5.5141</td>
<td>2.7627</td>
<td>59.00</td>
<td>0.0076</td>
</tr>
<tr>
<td></td>
<td>After yoga</td>
<td>29.8167</td>
<td>3.4518</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision making</td>
<td>Before yoga</td>
<td>29.7167</td>
<td>4.3182</td>
<td>1.1833</td>
<td>5.2963</td>
<td>1.7307</td>
<td>59.00</td>
<td>0.0887</td>
</tr>
<tr>
<td></td>
<td>After yoga</td>
<td>30.9000</td>
<td>4.1444</td>
<td>1.1833</td>
<td>5.2963</td>
<td>1.7307</td>
<td>59.00</td>
<td>0.0887</td>
</tr>
<tr>
<td>Leadership</td>
<td>Before yoga</td>
<td>27.9500</td>
<td>5.1566</td>
<td>4.7000</td>
<td>6.2200</td>
<td>5.8531</td>
<td>59.00</td>
<td>0.0000</td>
</tr>
<tr>
<td></td>
<td>After yoga</td>
<td>32.6500</td>
<td>4.2896</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* P<0.05 level of significance
** P<0.01 level of significance
*** P<0.001 level of significance

As shown in the above table, mean score and SD for motivating skill before yoga practicing are 27.85 and 4.53; and after yoga practicing they are 29.81 and 3.45 respectively. The ‘t’ value is 2.76, which is significant at 0.01 level.

It is evident from the mean scores and ‘t’ ratio (2.76) that there is a significant difference. This clearly indicates that after practicing yoga, there is an improvement in the motivating skill of the managers.
Thus, the findings of this part of study, indicate a significant improvement (at 0.01 level of significance) in the motivating skill of the managers, which may be possibly due to an improvement in the emotional and psychological aspects of the individual after yoga practicing.

**B) Decision-making:**

As the above table shows, the mean score and SD for decision-making skill before practicing yoga are 29.7 and 4.31. After practicing yoga, they are 30.90 and 4.14 respectively. The 't' value is 1.73, which is significant at 0.05 level. It is also evident from 't' ratio that there is a significant difference in the decision-making skill after yoga practicing. This indicates an improvement in decision-making skill.

This may be because, when the demands placed upon managers or executives that exceed their habitual levels of performance or coping, they suffer with discomfort and strain; and the body's defenses become over worked and exhausted. Individual may start experiencing negative effects of the stress – Physical, Psychological, Emotional, Behavioural or Cognitive.

There is evidence that high emotional arousal or stress can interfere with attention and emotional retrieval and impair judgment and decision-making. Janis (1993), Mandler (1993).
Yoga / meditation is such a discipline, used to control thoughts, calm the body and achieve a state of heightened awareness that is associated with creativity, visions and profound relaxation. As muscular and emotional tensions are released, individual becomes calm; his ability to face life's trials and tribulations is enhanced. He faces the world with less anxiety; perceives, responds and acts effectively and intellectually, without being distributed by emotional over reactions. In a state of calm, decisions can be made with clarity and precision. This clarity helps to improve his judgments, to choose actions and situations that bring him towards his goals and happiness.

A regular practice of yogic exercises improves the psychological functions of the individual. This is followed by improvement of memory and even of IQ. The findings suggest that there occurs an overall improvement in the bodily functions. K. N. Udupa (2000).

Asanas, Pranayama, Kriyas, Mudras and Meditational techniques intended to develop a certain type of awareness within oneself. This in turn is expected to bring about a change in the emotional and visceral functions and through them, a change in the intellectual and somatic functions of the individual. Bhole (1977).
The decrease in the psycho-somatic stress and improvement in the capacity to do more of intellectual work have been noticed after practicing meditation. K. N. Udupa (2002).

C) Leadership Skill:

An organization may not reach its maximum potential without effective leadership skill.

"Leadership is a process by which, a person influences others to accomplish objectives and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge and skills."

It is a skill that can be learnt like any other skill and can be improved with continual work, study, self-understanding, self-renewal and self-improvement. Managers as leaders should be able to come across others as assertive, ethical, understanding, confident, calm, enthusiastic, receptive, quick and thoughtful during continuous planned and unplanned interactions of a typical working day.

Leaders influence others, evoke expectation and establish specific desire and objective. Followers have complete faith in their leader and are willing to do anything without accepting any reward. His knowledge, the satvic character influence his followers.
According to Dr. R. K. Shrivastava, Marketing consultant, Indian Infoline Ltd. (2002), “If a manager or executive develops the satvic qualities and knowledge as a base to influence people, can become a good managerial leader”.

Regular practice of meditation will lead to reduction in Rajasic qualities (restless, struggling, lack of clear discrimination, distorted understanding and egoistic) Thamasic qualities (depressed, lethargic, negligent, arrogant, uncertain and dull) and increase of Satvic qualities (discriminative intellect, self controlled, serene, virtuous, generous, gentle, detached and understanding) Kuppuswamy (1985).

The present study produces the results, which are supportive to the above findings.

As shown in the above table, the mean score and SD of leadership skill before practicing yoga are 27.95 and 5.15; after yoga practicing, they are 32.65 and 4.28 respectively. The 't' value is 5.85, which is significant at 0.001 level.

The mean scores and 't' ratio (5.85) evidently show a significant difference. This indicates a significant improvement in the managerial leadership skill.

Hence, the impact of yoga on motivating skill, decision-making skill, leadership skill of managers has been verified and significant improvement in the skills was noticed. The mean
scores and SDs (before and after yoga) of motivating skill, decision-making skill and leadership skill are represented in the graphs 1, 2 and 3 respectively.

Thus, the hypothesis 1 – "There would be significant improvement in the overall efficacy of a) motivating skill b) decision-making skill c) leadership skill involved in managerial practices" is proved and accepted beyond doubt.

Graph-1 shows Comparison of Mean scores and SDs on motivating skill.
Graph-2 shows Comparison of Mean scores and SDs on decision making skill.

Graph-3 shows Comparison of Mean scores and SDs on leadership skill.
Section-II:

In this section, results are discussed in two parts:

A) The impact of yoga practicing on total occupational stress.

B) The impact of yoga practicing on twelve stressors i) role overload ii) role ambiguity iii) role conflict iv) unreasonable group and political pressure v) responsibility for persons vi) under participation vii) powerlessness viii) poor peer relations ix) intrinsic impoverishment x) low status xi) strenuous working conditions xii) unprofitability

Part-A

Individuals commonly experience stress in both their personal and work lives. As most people spend the major part of their life at work, stress associated with organizational settings, constitutes a major part of the total stress, experienced in people's lives. Especially, in high stress jobs like managerial and executive, individuals have a higher prevalence and incidence of wide range effects of stress.

The stressors create stress. In a study on managers' perception of stress in the work place, it was found that long working hours, physical and emotional exhaustion, taking too much work home with them were the main stressors. Opinion Research Corporation; Wall Street Journal (1996).
The most common causes of stress can be either organizational stressors – task demands, physical demands, role demands or behavioural, psychological (sleep disturbances, depression), absenteeism, decreased motivation and satisfaction. James Q and Jonathan D. G. "Organizational stress and preventive management" (1984).

An excessive stress contributes to a variety of personal and work related problems for employees.

It is estimated that 50% of the executives suffer from emotional strain and anxiety, as they have to face various organizational problems and some times the job requirements also produce anxiety. Pastonjee (1996).

Excessive stress can lead to various health related problems–gastrointestinal, peptic ulcer, cardiovascular disease, HT, immune disease, endocrine disease (diabetes mellitus), asthma, depression, anxiety, phobia, alcoholism, drug abuse and sleep disturbance. Panel reports, "stress and human health". Institute of medicine / National academy of science (1982).

The implications of work related stress include, effects on workers' satisfaction and productivity, their mental and physical health, absenteeism and its economic costs, impact on family; while depression is the most likely adverse psychological outcome. Psychological problems include, burn out, alcohol abuse,
chronic fatigue and accidents. Literature search; Medline - Psych INFO and EMBASE (1996 - 2000).

It is thus evidently clear from the research investigations that excessive stress can affect the individual's personal as well as professional life adversely. Hence, an important part of individual's personal and work life is to manage stress, its effects or diseases more effectively.

In order to cope with stress more efficiently, one needs to develop a greater sense of self-awareness. Achieving this awareness lies in shifting one's attention from immediate external environment to his internal environment (self). Which is easily learned through the practice of yoga / meditation.

S. K. Kiran Kumar (2000) reported that stress relief is an important outcome of meditation practice.

British team (1993) measured the effects of three relaxation techniques, among them yoga resulted in the greatest increase in alertness, mental and physical energy and lust for life.

The similar results are reported from the present study.
Table-3 showing Mean scores, SDs and ‘t’ value of total occupational stress.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD</th>
<th>‘t’ value</th>
<th>df</th>
<th>P-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>125.6333</td>
<td>18.3247</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>92.5833</td>
<td>14.2773</td>
<td>33.0500</td>
<td>8.6875</td>
<td>29.4682</td>
<td>59.0000</td>
<td>0.0000</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

The mean scores before and after yoga practicing are 125.63 and 92.58; SDs before and after yoga practice are 18.32 and 14.27 respectively. The ‘t’ value is 29.46, which is significant at 0.001 level. The comparison of mean scores before and after yoga, clearly shows that there is a notable reduction in the total occupational stress. The mean scores and SDs of total occupational stress before and after yoga practice are presented in graph-4.

Hence, the comparison of mean scores and ‘t’ value evidently indicates a significant reduction in the total occupational stress that may be due to regular practice of yoga (SAVPY). And by seeing the significantly reduced total occupational stress, it is clearly understood that through the practice of yoga, the skill of the managers to manage their stress is enhanced.
Thus, the hypothesis – "There would be significant reduction in the total occupational stress after yoga practicing" is verified and accepted.

Graph-4 shows Comparison of Mean scores and SDs on total occupational stress.
**Part-B:**

In addition to the second main hypothesis, attempts have been made to verify the impact of yoga on twelve stressors. The respective results of each stressor are discussed along with graphical presentations.

**1) Role Over Load:**

For many people, having too much work to do and not having enough time, skill or resources to do it, can be stressful. Role over load exists when demands exceed the capacity or energy of employee, to meet all of the demands immediately.

In the study of managers' perception of stress in the workplace, it was found that burnout, long working hours, physical and emotional exhaustion, taking too much work home with them were the main stressors. *Opinion Research Corporation; Wall Street Journal* (1996).

*Xie J. L. and Johns G. Academy of Management Journal* (1995) reported that beyond an optimum level of stress, performance begins to deteriorate, which makes employees too agitated, threatened to perform at their best.

Whereas, the practice of yoga, improves the psychophysiological and bio-chemical functions of the individual that would help a person to maintain a perfect balance of the body and mind; handle the consequences of stress and strain of life.
Udupa and team (1989, 1996, 2000) observed psychological improvement, reduction in physiological and psychological complaints and improvement in the performance and memory after the practice of yoga.

Hence, the practice of yoga helps employee not only to reduce his stress but also to make overall improvement in the bodily functions that makes him to change his perception of stressors and enables him to face challenges and demands of work and personal life efficiently and effectively.

The results presented in the table-4 shows the difference in role overload before and after yoga.

**Table-4 showing Mean scores, SDs and ‘t’ value of role overload.**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>df</th>
<th>P value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>19.7333</td>
<td>4.2581</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>15.6000</td>
<td>4.1587</td>
<td>4.1333</td>
<td>1.5888</td>
<td>20.1514</td>
<td>59.000</td>
<td>0.0000</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance
As shown in the above table, the mean scores before and after yoga are 19.73 and 15.60; SDs are 4.25 and 4.15 respectively. The ‘t’ value is 20.15, which is significant at 0.001 level.

The comparison of mean scores and evaluation of ‘t’ value clearly indicates, a high significant difference in the scores of role over load. This may be due to practice of yoga, which may bring some changes in the perception of managers, to perceive role over load as one of the pre-dominant stressors and such a change is required, for better professional and personal life.

Graph-5 showing Comparison of Mean scores and SDs on role over load.
2) **Role Ambiguity:**

The following table shows the results of role ambiguity before and after yoga practicing.

**Table-5 showing Mean scores, SDs and 't' value of role ambiguity.**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>'t' value</th>
<th>df</th>
<th>p-value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>10.2167</td>
<td>3.2889</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>7.2000</td>
<td>2.7849</td>
<td>3.0167</td>
<td>1.3591</td>
<td>17.1929</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

The mean scores before and after yoga practicing are 10.21 and 7.20; the SDs are 3.28 and 2.78 respectively. The 't' value is 17.19, which is significant at 0.001 level.

The comparison of mean scores and calculated 't' value show that there is a significant decrease after yoga practicing. The marked decrease after yoga practice indicates that yoga affected the sample group. The comparison of mean scores and SDs before and after yoga practice is presented in the graph-6. This may be because, the role ambiguity makes an individual uncertain and unclear about assigned duties and responsibilities that may lead
an individual to higher levels of stress. And the regular practice of yoga / meditation helps to eliminate the stress and to increase discriminative intellect and attention Kuppuswamy (1985).

Yoga and meditation also improve the mental functions like attention, cognition, processing of sensory information and perception. Australian family physician vol. 29 (2000).

This may make an individual to perceive and understand his role clearly, without being ambiguous that makes him less stressful.

Graph-6 shows Comparison of Mean scores and SDs on role ambiguity.

![Graph showing comparison of mean scores and SDs before and after yoga](image-url)

**Mean scores**

- **Before yoga**
- **After yoga**

**Legend**

- Mean
- SD
3) **Role Conflict:**

As shown in the table-6, the mean score and SD before yoga are 12.70 and 2.80; after yoga, means score and SD are 9.05 and 2.69 respectively. The 't' value is 14.02, which is significant at 0.001 level.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>'t' value</th>
<th>df</th>
<th>P-value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>12.700</td>
<td>2.8062</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>9.0500</td>
<td>2.6960</td>
<td>3.6500</td>
<td>2.0154</td>
<td>14.0283</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

It is evident from the mean scores that there is a decrease in the scores of role conflict after yoga practice. As many research studies revealed, due to role conflict, managers may have the feeling of anxiety; this may be due to multiple role senders or lack of fit between the focal person and role requirement. This may create more job related strain. On being exposed to novel and unfamiliar situations, feelings of uncertainty and anxiety are evoked that further leads to the job related stress.
Coldwell 1981 and Chokar (1995) also found role conflict as a predictor of psychological strain. The findings are inconsonance with the findings of Frankenhaeuser (1980, 1983), Rose (1985).

The yoga, which addresses physical, mental, intellectual and emotional dimensions toward an overall harmonious state of being, helps to reduce this psychological stress.

Some research studies (in human) suggest that meditation leads to an increased parasympathetic drive, calming and eliminating stress responses, release of hormones and strain activity. Australian family physician (2000).

Hence, in a more comprehensive study, Shri Lata (1988) reported that low stress groups perceived their jobs as interesting, easy and clear; were better acquainted with job knowledge, work planning, ability to establish group rapport and satisfied with their job than the high stress groups.

Thus, the evaluated mean scores and 't' value show that the way managers perceive role conflict as pressing occupational stressor is changed significantly after yoga practicing. The graphical presentation of mean scores and SDs before and after yoga are presented in graph-7.
Graph-7 shows Comparison of Mean scores and SDs on role conflict.
4) Unreasonable Group and Political Pressure:

The results are presented in the following table.

Table-7 showing Mean scores, SDs and ‘t’ value of unreasonable group and political pressure.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>'t' value</th>
<th>df</th>
<th>P-value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>11.317</td>
<td>2.7709</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>8.3833</td>
<td>2.2855</td>
<td>2.9333</td>
<td>1.8854</td>
<td>12.0512</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

Evaluation of the above results shows that mean scores before and after yoga are 11.31 and 8.38; SDs before and after yoga are 2.77 and 2.28 respectively. The ‘t’ value is 12.05, which is significant at 0.001 level. The comparison of mean scores and SDs before and after yoga are presented in graph-8.

It is evident from the mean scores and ‘t’ value that there is a significant change in the managers' way to perceive the unreasonable group and political pressure as a stressor. This may be because, managers at each level (top, middle and junior) do feel sandwiched by the pressure of other two levels and by many other external or internal sources. And yoga, which helps in managing...
stress and pressure, may make the person to perceive this pressure as less effective. Because, regular practice of yoga results in positive emotional state and relaxation, where individuals feel less pressurised or stressed. Hence, such a positive change is favourable for reducing stress.

Graph-8 shows Comparison of Mean scores and SDs on unreasonable group and political pressure.
5) **Responsibility for Persons:**

Results related to this stressor are presented in the following table.

**Table-8 showing Mean scores, SDs and ‘t’ value of responsibility for persons.**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>df</th>
<th>P-value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before</td>
<td>10.3500</td>
<td>2.1299</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>yoga</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After</td>
<td>7.7333</td>
<td>2.4966</td>
<td>2.6167</td>
<td>2.6623</td>
<td>7.6132</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

The mean scores before and after yoga practice are 10.35 and 7.73; SDs before and after yoga are 2.12 and 2.49 respectively. The ‘t’ value is 7.61, which is significant at 0.001 level. The mean scores and SDs before and after yoga are presented in graph-9.

The evaluation of mean scores and ‘t’ value shows a significant reduction. This may probably be due to the roles, in which, responsibility for people is involved, also creates stress.
Any type of responsibility for such factors as budgets, projects or for employees directly can be a burden upon an individual. Since, his effectiveness is a function of quality performance of his sub-ordinates, the person will be held responsible for anything that goes wrong that causes stress. Stress will be intensified if the person has limited degree of control over himself and other people.

And the regular practice of yoga, results in eliminating the stress and its negative effects, improves physical and psychological functions of the individual.

Vinod R. S., Vinod S. D., Rajguru (1998) reported that through proper and intensive yoga training, positive approach towards life can be considerably improved, where as negative approach can be greatly decreased and marked improvement (0.01 level of significance) in the qualities – proper attitude towards and proper evaluation of other people is noticed.

In a comparative study on high and low stress groups, it is investigated that high stress groups perceived their subordinates and colleagues as low in work and person orientations, their job uninteresting and difficult; where as on the contrary, low stress groups perceived their superiors as more trust worthy, strong in individual determination, better acquainted with the ability for
group rapport with their superiors and subordinates Shri Lata (1998).

Hence, with the support of earlier research findings, the present results also suggest that through yoga practicing, individuals possibly get some changes in the way they perceive and in their attitude towards own self, persons and situations that makes them less susceptible to the negative effects of stress; and this in turn, would lead to have a balanced control over the employees, without disturbing the working relations and climate. Such change can be favourable for minimizing the effects of occupational stress.

Graph-9 showing Comparison of Mean scores and SDs on responsibility for persons.
6) Under Participation:

Table-9 showing Mean scores, SDs and ‘t’ value of under participation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std.Dv.</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>df</th>
<th>P-value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>10.3833</td>
<td>3.1250</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>7.8500</td>
<td>2.6606</td>
<td>2.5333</td>
<td>1.7317</td>
<td>11.3315</td>
<td>59.00</td>
<td>0.00</td>
<td>***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

As shown in the above table, the mean score and SD before yoga practicing are 10.38 and 3.12; after practicing yoga, they are 7.85 and 2.66 respectively. The ‘t’ value is 11.33, which is significant at 0.001 level. The comparison of mean scores and SDs before and after yoga is presented in graph-10.

Hence, in consideration with the comparison of mean scores and calculated ‘t’ value it can be said that there is a change in the way the managers perceive ‘under participation’ as a source of stress for themselves. A review summarized by Lindber D.A. - Geriatric Nursing (2005) indicates a wide range of benefits of meditation that can support the present results.
Graph-10 shows Comparison of Mean scores and SDs on under participation.
7) Powerlessness:

Table-10 showing Mean scores, SDs and ‘t’ value of powerlessness.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>df</th>
<th>P-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>7.7833</td>
<td>2.2929</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>5.4500</td>
<td>1.8451</td>
<td>2.3333</td>
<td>1.4340</td>
<td>12.6034</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

The results presented in the above table shows that mean scores before and after yoga are 7.78 and 5.45; SDs before and after yoga are 2.29 and 1.84. The calculated ‘t’ value is 12.60, which is significant at 0.001 level. The comparison of mean scores and SDs (before and after) is presented in graph-11.

The analysis of mean scores and ‘t’ value indicates a change in the way the manager perceive, powerlessness as a stressor after practicing yoga.
Graph-11 shows Comparison of Mean scores and SDs on powerlessness.

Before yoga | After yoga
---|---
Mean | SD
164 |
8) Poor Peer Relations:

Table-11 showing Mean scores, SDs and 't' value of poor peer relations.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>'t' value</th>
<th>df</th>
<th>P-value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>11.133</td>
<td>2.5741</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>7.933</td>
<td>2.2007</td>
<td>3.2000</td>
<td>1.5272</td>
<td>16.2309</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

The mean scores before and after yoga are 11.13 and 7.93; SDs before and after yoga are 2.57 and 2.20. The 't' value is 16.23, which is significant at 0.001 level. The comparison of mean scores and SDs (before and after) is presented in graph-12.

Hence, the comparison of mean scores and evaluation of 't' value evidently indicates that the way managers perceive poor peer relations as occupational stressor has changed. In fact, it can be said that the managers feel or perceive poor peer relations as less stressful after the regular practice of yoga. This can be due to positive changes in emotional, physical and mental health (Jevning, Kabat, Zinn 1992, Dehmon 1989).
These results are endorsed by the contribution of S. K. Kiran Kumar (2002). In his study, it is found that participants considered meditation as a tool to relieve stress and reported attitudinal changes related to life in general, values, interpersonal relations and the situations in daily life.

Graph-12 shows Comparison of Mean scores and SDs on poor peer relations.
9) **Intrinsic Impoverishment** :

Table-12 showing Mean scores, SDs and ‘t’ value of intrinsic impoverishment.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>df</th>
<th>P-value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before</td>
<td>9.2667</td>
<td>2.8987</td>
<td>2.5167</td>
<td>2.1667</td>
<td>8.9971</td>
<td>59</td>
<td>0.00</td>
<td>S***</td>
</tr>
<tr>
<td>yoga</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After</td>
<td>6.7500</td>
<td>2.2065</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

As shown in the above table, the obtained mean score and SD before yoga are 9.26 and 2.89. After practicing yoga, they are 6.75 and 2.20 respectively. The ‘t’ value is 8.99, which is significant at 0.001 level. The comparison of mean scores and SDs (before and after) is presented in graph-13.

A comparison of mean scores shows a decrease in the scores of intrinsic impoverishment after practicing yoga. Thus, it is evident from the mean scores and ‘t’ value that the way managers perceive Intrinsic Impoverishment as a stressor is changed after yoga practicing. Infact, it can be inferred that before practicing yoga, managers must have perceived intensively the Intrinsic
Impoverishment as one of the occupational stressors, where as after practicing yoga, they must have perceived this stressor as less effective.

Graph-13 shows Comparison of Mean scores and SDs on intrinsic impoverishment.
10) Low Status :

Table-13 showing Mean scores, SDs and ‘t’ value of low status.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>df</th>
<th>P-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>6.167</td>
<td>1.6991</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>4.817</td>
<td>1.5013</td>
<td>1.3500</td>
<td>1.7739</td>
<td>5.8951</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

As shown in the above table, mean scores for low status before and after yoga are 6.16 and 4.81; SDs before and after yoga are 1.69 and 1.50. ‘t’ value is 5.89, which is significant at 0.001 level. The mean scores and SDs (before and after yoga) are presented in graph-14.

The status issue becomes a worrying factor for many managers, which may create stress to them. Hence, yoga as a tool to manage stress, must have made the managers to change their feeling or perceiving low status as less stressful after practicing yoga.
Graph-14 shows Comparison of Mean scores and SDs on low status.

![Bar Chart](chart.jpg)

- Mean scores before yoga:
  - Mean: 9.0
  - SD: 2.0

- Mean scores after yoga:
  - Mean: 6.0
  - SD: 1.0
11) **Strenuous Working Conditions**:

The results related to this stressor (before and after yoga) are presented in the table 14.

**Table-14 showing Mean scores, SDs and 't' value of strenuous working conditions.**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>'t' value</th>
<th>df</th>
<th>P-value</th>
<th>Signif</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before</td>
<td>10.467</td>
<td>2.9138</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>yoga</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After</td>
<td>7.4833</td>
<td>2.3757</td>
<td>2.9833</td>
<td>2.4529</td>
<td>9.4211</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

The mean scores before and after yoga are 10.46 and 7.48; SDs before and after yoga are 2.91 and 2.37 respectively. The calculated 't' value is 9.42, which is significant at 0.001 level. The mean scores and SDs (before and after yoga) are presented in graph-15.

When mean scores (before and after) are compared, it is evidently found that there is a decrease in the scores after yoga. The 't' value shows that there is a significant reduction. Hence, it is clear that the way the managers feel working conditions as strenuous is changed after yoga practicing.
Graph-15 Comparison of Mean scores and SDs on Strenuous working conditions.
12) Unprofitability:

Table-15 showing Mean scores, SDs and ‘t’ value of unprofitability.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>Df</th>
<th>P-value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>6.1167</td>
<td>2.2929</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>4.3333</td>
<td>1.4458</td>
<td>1.7833</td>
<td>2.1870</td>
<td>6.3164</td>
<td>59.00</td>
<td>0.00</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

As shown in the above table, the mean score and SD before yoga are 6.11 and 2.29; whereas after practicing yoga, the mean score and SD are 4.33 and 1.44. The ‘t’ value is 6.31, which is found to be significant at 0.001 level. The graphical presentation of mean scores and SDs is in the graph-16.

The comparison of mean scores and evaluation of ‘t’ value suggests that there is a change in the way, the managers perceive or feel unprofitability as creating stress.

Thus, there is a significant reduction in the scores of the stressor ‘unprofitability’ after yoga practicing.

It is also noted that among all the stressors, managers perceived Role over load as a highly pre-dominant stressor (19.73)
and Unprofitability as least stressful (6.11) to their occupational life. Hence, there is a significant reduction (difference) in the scores of all the stressors after yoga practice.

With the analysis of the results of all the stressors, it can be said without doubt that to cope with stressors or consequences of stress more efficiently, one needs to develop a greater sense of self-awareness, which lies in shifting one's attention from the immediate external world to his internal environment and that can easily be learned through the practice of yoga. The yoga / meditation is the vehicle, which transports an individual to very source of pure consciousness. The stress is perceived only when one's consciousness is flowing outwards. But the consciousness turned inwards, when senses, thoughts and emotions are harmonized, where one experiences a state of pure consciousness. In this state, individual perceives no stress but only joy within, this is because of the changes at the level of his psyche, thoughts and emotions of the body. Science of breath, AIIMS (2002).

The implications of Benson's work (1975) suggest that meditation is a process that offer conscious adjustment of emotional and psychological states by means of attitudinal control, to better accommodate changes and associated stresses in personal and professional arenas ; and helps in reconnecting with qualities and inner resources.
Therefore, the yoga / meditation helps a person to better handle his stress and to negotiate the difficulties of work environment more effectively.

Graph-16 shows Comparison of Mean scores and SDs on unprofitability.
Section-III:

The impact of yoga practicing on interpersonal relationship skill.

This section consists of results related to the third hypothesis – There would be significant difference (indicating an improvement) in the efficacy of interpersonal relationship skill before and after yoga practice.

Mankind survives and operates through organization. People are at the heart of any organization. Working with other person or diverse groups of people, requires a tremendous amount of interaction. If these interactions are positive and cordial, they can help to create the right work place climate, attitudes, beliefs and behaviours.

From the findings of the study by Madhu Rao (1987) on the managers, it is concluded that the organizational climate particularly, interpersonal relations have a significant influence on employee performance.

The components of effective interpersonal relationship skill include, genuineness, empathy, warmth, unconditional regard, mutual respect and concern, acceptance, listening, attending and responding.
As interaction takes place daily, it is important for managers to have an effective and good interpersonal relations with their employees, colleagues, superiors and collaborators.

According to **Billy D. Ihrig, Group Director of Labour and Employee Relations at Ryder Inc. Miami**. "Employee relations in the work place will continuously test the mental fortitude and physical endurance of managers in all industries".

If these skills or qualities are absent then the managers or executives will have a difficult time in getting things accomplished.

Research on senior executives from US and European companies revealed that the major reason for executive derailment was poor interpersonal relations – that is an inability to get along with other people.

This is true especially with the people in high-stress jobs like managerial and executive, where individuals have a higher prevalence and incidence of a wide range of stress induced diseases or behaviours like, uneasy, tense, inability to concentrate, anxiety, irritability, angry outbursts, feelings of isolated from colleagues and friends, defensive and over sensitive to criticism, undue aggressions, low self-esteem, poor interpersonal relations, impaired speech and avoidance of certain people and places or situations.
It is evident from the findings of the study by Cords and Dougherty (1993), Parker and Kulik (1995) that people who feel burnout (job-stress) have lack of energy and are filled with frustration and tension. Emotional symptoms of burnout include, coming late to the work everyday, criticism toward co-workers, clients and the organization. Such people display detachment toward the people with whom they work.

Perception of stress leads to restlessness, anxiety, irritability or aggressive behaviours and / or panic state. Negative emotions surface in the form of hatred / dislike, jealousy, greed, passiveness, arrogance and anger that adversely affect interpersonal relations. Most of the people are afraid to acknowledge their negativity and so they begin finding fault with others. They start complaining, which adds further to their stress; a vicious cycle begins. Research papers, AIIMS (March 2002).

It is found from several studies that yoga / meditation is process of managing stress and evoking both relaxation and access to inner personal resources. Hence, yoga can be used as a technique in helping problems associated with emotional and mental disharmony, to control thoughts, calm the body to achieve a state of heightened mental or self-awareness and induce a state of profound relaxation and serenity.
Findings of Richard Davidson and his research team at UW Madison (1978) suggest that the meditation itself produced more activity and a more positive emotional state.

It is found from the study by S. K. Kiran Kumar (2000) that stress relief is an important outcome of meditation practice: attitudinal changes referred by participants related to life in general, to their values, interpersonal relations and to the situations in daily life.

Hence, the positive outcomes of meditation can help an individual to built-up good and more effective interpersonal relations.

The results of the third hypothesis also suggest the similar outcomes, indicating an improvement in the interpersonal relations.

**Table-16 showing Mean scores, SDs and 't' value of interpersonal relationship skill.**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>'t' value</th>
<th>Df</th>
<th>p-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>27.95</td>
<td>5.16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>32.65</td>
<td>4.29</td>
<td>4.70</td>
<td>6.22</td>
<td>5.85</td>
<td>59.00</td>
<td>0.000</td>
<td>***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

179
As shown in the above table, the mean score and SD before yoga practicing are 27.95 and 5.15; after yoga practicing, the mean score and SD are 32.65 and 4.28 respectively. The calculated ‘t’ value is, 5.85, which is significant at 0.001 level.

The mean scores and obtained ‘t’ value (5.85) strongly indicate the significant difference (indicating an improvement) in interpersonal relationship skill before and after yoga practicing. The mean scores and SDs for interpersonal relationship skill before and after yoga practice are present in graph-17.

Thus, the third hypothesis of the present investigation-"There would be significant difference (indicating an improvement) in the efficacy of interpersonal relationship skill before and after yoga practice" is proved and accepted.

Graph-17 shows Comparison of Mean scores and SDs on interpersonal relationship skill.
Section-IV :

**The impact of yoga practicing on communication skill.**

In this section, results related to the fourth hypothesis of the study – “There would be significant positive change in the effectiveness of communication skill after yoga practicing” are discussed.

Communication plays a key role in every organizational activity. The purposes of communication in the organization are to achieve coordinated action, share information, express feelings and emotions. Organizations are always looking for employees with excellent communication skills.

Communicating with other people is the main activity of managerial life. **Mintzberg (1973)** found that managers spend the majority of their working time communicating with other people.

The ability to communicate clearly, is the critical core competence for successful managers, at all levels and in all industries, because it is the foundation for all actions in the work place and it allows the managers an opportunity, to build relationship with a overall work group. Faulty communication can cause most problems and leads to confusion and can cause failure.

However, stress is one among many barriers, preventing effective communication. People do not see things the same way.
when they are under stress, what they see and believe at a given moment, is influenced by their psychological frames of references namely beliefs, values, knowledge, experiences and goals.

People under stress are more likely to be angry or anxious and this can prevent them not to be a good listener or speaker. The interruption of the message can certainly be affected by the receiver's emotional state; when an individual is anxious, depressed, elated or upset, he doesn’t think as clearly as when his moods are more moderate. **S. Martin (1995).**

More often, stress tends to elicit unpleasant emotions rather than pleasurable ones, commonly include annoyance, anger, anxiety, fear, dejection and grief. **Lazarus (1993), Woolfolk and Richardson (1978).**

Hence, one of the ways to develop effective communication skills, is to manage stress and eliminate its negative effects that otherwise can be a barrier for effective communication. And this can be done through yoga / meditation, which can be a medicine for anxiety, depression, mood swings, uncertainty, fear and agitation; and can produce more profound relaxation and positive state of emotions. This helps a person to be patient, attentive, esteemed, ethical all of which can possibly contribute to an effective communication.
It is reported that meditation is a conscious mental process that induces a set of integrated physiological changes termed the relaxation response. The authors concluded that the practice of meditation activates neural structures involved in attention and control of autonomic nervous system. Lazer, Sara 1, 2, 6 ; Bush, George 1, 2 ; Gullib, Randy L. 1, 2 ; Frichione, Gregary 3, 5 ; Khalsa, Gurucharan 4, 5 ; Benson Herbert 4, 5. Nero report 11(7) : 1581 – 1585, (May 15, 2000).

It is evident from the study on meditation that the practitioner's lactate level declined (lactate level in blood is said to be one of the indices of the state of mind of a person; it is diminished during sleep and in a relaxed state of mind, increased when the person is tensed and agitated). It is concluded that meditation is beneficial in controlling negative emotions that may help an individual to act effectively, without being disturbed emotionally. Wallace, Benson and Wilson (1971) ; Benson and Wallace (1972).

The result of the present study also reveals the similar results in confirmation with the earlier studies.

As presented in Table-17, the mean scores before and after yoga practicing are 29.81 and 33.86; SDs before and after yoga are 3.45 and 3.28 respectively. The calculated 't' value is 12.12, which is significant at 0.001 level.
Table-17 showing Mean scores, SDs and ‘t’ value of communication skill.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>SD</th>
<th>Mean Diff.</th>
<th>SD Diff.</th>
<th>‘t’ value</th>
<th>Df</th>
<th>P-value</th>
<th>Signi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>29.8167</td>
<td>3.4518</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>33.8667</td>
<td>3.2805</td>
<td>4.0500</td>
<td>2.5870</td>
<td>12.126</td>
<td>59.0000</td>
<td>0.0000</td>
<td>S***</td>
</tr>
</tbody>
</table>

*** P<0.001 level of significance

The evaluation of mean scores and ‘t’ value (12.12) evidently indicates that there is an impact of yoga that brings some positive changes or difference in the effectiveness of communication skill.

Hence, these results support hypothesis-4 “There would be significant positive change in the effectiveness of communication skill after yoga practicing”. This difference can be seen in graph-18.

Thus, the fourth hypothesis of the study is verified and accepted.
Graph-18 shows Comparison of Mean scores and SDs on communication skill.
Section-V:

A) Comparison of male and female subjects with respect to their scores on total occupational stress.

The related results are presented in the following table.

Table-18 showing comparison of male and female subjects with respect to Mean scores, SDs and 't' value on total occupational stress.

<table>
<thead>
<tr>
<th>Gender</th>
<th>n</th>
<th>Mean</th>
<th>SD</th>
<th>'t' value</th>
<th>p-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>Male</td>
<td>48</td>
<td>125.42</td>
<td>18.62</td>
<td>0.1817</td>
<td>0.8565</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>12</td>
<td>126.50</td>
<td>17.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>Male</td>
<td>48</td>
<td>93.29</td>
<td>14.37</td>
<td>0.7659</td>
<td>0.4468</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>12</td>
<td>89.75</td>
<td>14.12</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As shown in the above table, the mean score and SD for male managers before yoga are 125.41 and 18.62; for female managers, they are 126.50 and 17.85. The 't' value is 0.18 (p>0.05). After yoga practicing, mean score and SD for male managers are 93.29 and 14.37; for female managers, they are 89.75 and 14.12 respectively. The 't' value is 0.76 (p>0.05).

The evaluation of these results clearly indicates that there is a difference in the total occupational stress between male and
female managers. Comparatively, female managers experienced more occupational stress.

Though, there is a difference between male and female managers in the total occupational stress but not at significant level.

Therefore, the first subsidiary hypothesis - "There would be significant difference between male and female managers on total occupational stress" is rejected and it is also noticed that occupational stress more or less affected both the groups equally.

Hence, present results indicate that male and female managers are equally experiencing the stress in their occupational life.
B) Comparison of male and female subjects with respect to their scores on overall managerial skills.

The related results are presented in the following table.

**Table-19 showing comparison of male and female subjects with respect to Mean scores, SDs and ‘t’ value on overall managerial skills.**

<table>
<thead>
<tr>
<th>Test</th>
<th>Gender</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>‘t’ value</th>
<th>p-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td>Male</td>
<td>48</td>
<td>145.3333</td>
<td>14.1997</td>
<td>1.7774</td>
<td>0.0807</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>12</td>
<td>136.9167</td>
<td>16.5390</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td>Male</td>
<td>48</td>
<td>160.7500</td>
<td>12.5876</td>
<td>0.5233</td>
<td>0.6027</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>12</td>
<td>158.5833</td>
<td>13.8068</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As shown in the table, mean score and SD before yoga are 145.33 and 14.19 for male managers; mean scores and SD are 136.91 and 16.53 for female managers. The ‘t’ value is 1.77 (P>0.05). After yoga, the mean score and SD for male managers are 160.75 and 12.58; for female managers, the mean score and SD are 158.58 and 13.80 respectively. The ‘t’ value is 0.52 (P<0.05).

The investigation of above results shows that no significant difference is found between male and female managers on overall
managerial skills. Female managers found to be low in managerial skills comparatively to the male managers.

But after practicing yoga, improvement is seen in the managerial skills of both male and female managers. As both the groups have undergone yoga intervention programme, there is an improvement in their skills and this improvement must have lessen the difference between male and female managers. Though, there is a difference between male and female managers on overall managerial skills but not at significant level. Therefore, the second subsidiary hypothesis—“There would be significant difference between male and female managers on overall managerial skills” is rejected.

Thus, yoga has positive impact on managers to enhance their managerial skills.
Section-VI:

A) Comparison of younger (28-40 years) and elder managers (41-53 years) with respect to their scores on total occupational stress.

The related results are presented in the table-20.

Table-20 showing comparison of younger (28-40 years) and elder (41-53 years) managers with respect to Mean scores, SDs and 't' value on total occupational stress.

<table>
<thead>
<tr>
<th>Age (in yrs)</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>'t' value</th>
<th>p-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28-40yrs</td>
<td>42</td>
<td>123.21</td>
<td>16.96</td>
<td>1.5817</td>
<td>0.1192</td>
<td>NS</td>
</tr>
<tr>
<td>41-53yrs</td>
<td>18</td>
<td>131.28</td>
<td>20.56</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28-40yrs</td>
<td>42</td>
<td>90.69</td>
<td>12.67</td>
<td>1.5888</td>
<td>0.1175</td>
<td>NS</td>
</tr>
<tr>
<td>41-53yrs</td>
<td>18</td>
<td>97.00</td>
<td>17.06</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

The mean score and SD before yoga for the younger managers (in the age group of 28 – 40 years) are 123.21 and 16.96; for the elder managers (in the age group of 41-53 years), these scores are 131.27 and 20.56 respectively. The 't' value is 1.58 (p>0.05). After yoga practicing, the mean score and SD for
younger managers, they are 90.69 and 12.66; for the elder managers, they are 97.00 and 17.05 respectively. The 't' value is 1.58 (P>0.05). The observations of the above results show that there is a difference between managers of both the age groups on total occupational stress but not at significant level. It is noted that the elder managers experience more occupational stress than the younger group. This difference may be due to the factors like age (physical and emotional energy), increased responsibilities in case of elder managers; energy, courage and future orientation in case of younger managers. Age factor plays a role in determining the occupational stress level of managers.

Investigated results clearly show that there is no significant difference between the two age groups of managers on total occupational stress.

Thus, the third subsidiary hypothesis - "There would be significant difference between younger and elder managers on total occupational stress" is rejected and it is also noticed that the elder managers experience more occupational stress than the younger managers.
B) Comparison of younger (28-40 years) and elder managers (41-53 years) with respect to their scores on overall managerial skills.

The following table shows the results of younger (in the age group of 28-40 years) and elder managers (in the age group of 41-53 years) on overall managerial skills.

Table-21 showing Comparison of younger (28-40 years) and elder (41-53 years) managers with respect to Mean scores, SDs and 't' value on overall managerial skills.

<table>
<thead>
<tr>
<th>Age (in yrs)</th>
<th>n</th>
<th>Mean</th>
<th>SD</th>
<th>t-value</th>
<th>p-value</th>
<th>Signi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before yoga</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28-40yrs</td>
<td>42</td>
<td>144.7619</td>
<td>12.6776</td>
<td>0.8790</td>
<td>0.3830</td>
<td>NS</td>
</tr>
<tr>
<td>41-53yrs</td>
<td>18</td>
<td>141.0556</td>
<td>19.4073</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After yoga</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28-40yrs</td>
<td>42</td>
<td>160.1905</td>
<td>11.4450</td>
<td>0.1161</td>
<td>0.9079</td>
<td>NS</td>
</tr>
<tr>
<td>41-53yrs</td>
<td>18</td>
<td>160.6111</td>
<td>15.7485</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The mean score and SD before yoga for younger managers are 144.76 and 12.67; and for elder managers, they are 141.05 and 19.40. The 't' value is 0.87 (P>0.05). After yoga practice, the
mean score and SD for the younger managers are 160.19 and 11.44; and for the elder managers, they are 160.61 and 15.74. The ‘t’ value is 0.11 (P>0.05).

From the above results, it is noted that there is a difference in both the age groups on overall managerial skills. The younger group is quite high on managerial skills than the other group. Though, the elder managers having occupational experience, knowledge and expertise, younger managers scored comparatively more on managerial skills. This may be because of advance technical education, exposure, training programmes, high competition and materialistic and achievement orientation that make the younger people to acquire up to date knowledge and skills to be in competition and climb the occupational hierarchy (higher positions) within no time. Hence, in the light of these findings, it is clear that there is no significant difference between younger and elder managers on overall managerial skills. Therefore, the fourth subsidiary hypothesis “There would be significant difference between younger managers (in the age group of 28-40 years) and elder managers (in the age group of 41-53 years) on overall managerial skills” is verified and rejected. At the same time, an increase in the overall managerial skills in both the groups is noticed.
Table-22 showing coefficient of correlation between dimensions (stressors) of OSI and the total occupational stress (before yoga).

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>D1</th>
<th>D2</th>
<th>D3</th>
<th>D4</th>
<th>D5</th>
<th>D6</th>
<th>D7</th>
<th>D8</th>
<th>D9</th>
<th>D10</th>
<th>D11</th>
<th>D12</th>
<th>Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>D2</td>
<td>0.4472***</td>
<td></td>
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</tr>
<tr>
<td>D3</td>
<td>0.4811***</td>
<td>0.3679**</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>D4</td>
<td>0.2113*</td>
<td>0.1690</td>
<td>0.4157***</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>D5</td>
<td>0.1189</td>
<td>-0.1393</td>
<td>0.2731*</td>
<td>0.3715***</td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D6</td>
<td>0.3861***</td>
<td>0.4107***</td>
<td>0.3419**</td>
<td>0.3420**</td>
<td>-0.0078</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>D7</td>
<td>0.1919</td>
<td>0.4334***</td>
<td>0.3348**</td>
<td>0.0910</td>
<td>0.0089</td>
<td>0.3595**</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>D8</td>
<td>-0.0276</td>
<td>0.0626</td>
<td>0.2004</td>
<td>0.0439</td>
<td>0.2448*</td>
<td>0.1916</td>
<td>0.2606*</td>
<td></td>
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</tr>
<tr>
<td>D9</td>
<td>0.2640*</td>
<td>0.2747*</td>
<td>0.2913*</td>
<td>0.3903***</td>
<td>0.0450</td>
<td>0.5255***</td>
<td>0.3098**</td>
<td>0.2268*</td>
<td></td>
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</tr>
<tr>
<td>D10</td>
<td>0.1702</td>
<td>0.4059***</td>
<td>0.4268***</td>
<td>0.1254</td>
<td>-0.1429</td>
<td>0.4666***</td>
<td>0.2313*</td>
<td>0.2622*</td>
<td>0.3591**</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>D11</td>
<td>0.5034***</td>
<td>0.1573</td>
<td>0.5149***</td>
<td>0.2774*</td>
<td>0.2737*</td>
<td>0.2685*</td>
<td>0.3198**</td>
<td>0.2895*</td>
<td>0.3101**</td>
<td>0.1278</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D12</td>
<td>0.0987</td>
<td>-0.1248</td>
<td>0.1926</td>
<td>0.2502*</td>
<td>-0.2376*</td>
<td>0.1214</td>
<td>-0.1531</td>
<td>-0.0228</td>
<td>0.0309</td>
<td>0.2908*</td>
<td>0.0856</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stress</td>
<td>0.6680***</td>
<td>0.5711***</td>
<td>0.7437***</td>
<td>0.5621***</td>
<td>0.2587*</td>
<td>0.6933***</td>
<td>0.5136***</td>
<td>0.3766***</td>
<td>0.6244***</td>
<td>0.5317***</td>
<td>0.6521***</td>
<td>0.2992</td>
<td></td>
</tr>
</tbody>
</table>

* (p<0.05) level of significance  
** (p<0.01) level of significance  
*** (p<0.001) level of significance

Section -VII :

A) Co-efficient of correlation between dimensions (stressors) of OSI and total occupational stress (before yoga).

The related results are presented in the table-22.

The reference of table-22 indicates, very high significant correlation (P<0.001) for role over load and role ambiguity (0.44), role over load and role conflict (0.48) role overload and under participation (0.38), role over load and strenuous working conditions (0.50), role ambiguity and under participation (0.41), role ambiguity and powerlessness (0.43) role ambiguity and low status (0.40), role conflict and unreasonable group and political pressure (0.41) role conflict and low status (0.42) role conflict and strenuous working conditions (0.51) unreasonable group and political pressure and responsibility for persons (0.37) unreasonable group and political pressure and intrinsic impoverishment (0.39) under participation and intrinsic impoverishment (0.52) under participation and low status (0.46). The correlation is significant (P<0.01) between role ambiguity and role conflict (0.35) role conflict and under participation (0.34) role conflict and powerlessness (0.33) unreasonable group and political
pressure and under participation (0.34) under participation and
powerlessness (0.35) powerlessness and intrinsic impoverishment
(0.30) powerlessness and strenuous working conditions (0.31)
intrinsic impoverishment and low status (0.35) intrinsic
impoverishment and strenuous working conditions (0.31).

Further, the correlation is observed to be just
significant (P<0.05) between role overload and unreasonable group
and political pressure (0.21) role overload and intrinsic
impoverishment (0.26) role ambiguity and intrinsic
impoverishment (0.27) role conflict and responsibility for persons
(0.27) role conflict and intrinsic impoverishment (0.29)
unreasonable group and political pressure and strenuous working
conditions (0.27) unreasonable group and political pressure and
under participation (0.25) responsibility for persons and poor peer
relations (0.24) responsibility for persons and strenuous working
conditions (0.27) responsibility for persons and under
participation (0.23) under participation and strenuous working
conditions (0.26) powerlessness and poor peer relations (0.26)
powerlessness and low status (0.23) poor peer relations and
intrinsic impoverishment (0.22) poor peer relations and low status
(0.26) poor peer relations and strenuous working conditions (0.26)
low status and unprofitability (0.29).
It is also seen that the correlation is insignificant between role over load and responsibility for persons (0.11) role over load and powerlessness (0.19) role overload and low status (0.17) role over load and unprofitability (0.09) role ambiguity and unreasonable group and political pressure (0.16) role ambiguity and poor peer relations (0.06) role ambiguity and strenuous working conditions (0.15) role conflict and poor peer relations (0.20) role conflict and unprofitability (0.19) unreasonable group and political pressure and powerlessness (0.09) unreasonable group and political pressure and poor peer relations (0.04) unreasonable group and political pressure and low status (0.12) responsibility for persons and powerlessness (0.008) responsibility for persons and intrinsic impoverishment (0.04) under participation and poor peer relations (0.19) under participation and unprofitability (0.12) intrinsic impoverishment and unprofitability (0.03) low status and strenuous working conditions (0.12) strenuous working conditions and unprofitability (0.08).

It is also noticed that there is an inverse correlation between role over load and poor peer relations (-0.02) role ambiguity and responsibility for persons (-0.13) role ambiguity and unprofitability (-0.12) responsibility for persons and low status (-0.14) powerlessness and unprofitability (-0.15) poor peer relations and unprofitability (-0.02).
The observed fact is that among the dimensions of OSI, all the dimensions except unprofitability are significantly correlated with total occupational stress. And except the responsibility for persons (P<0.05) all other dimensions are highly (P<0.001) correlated with total occupational stress.

Thus, the dimensions of OSI are positively and significantly correlated with total occupational stress.
Table-23 showing coefficient of correlation between dimensions (stressors) of OSI and the total occupational stress (after yoga).

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>D1</th>
<th>D2</th>
<th>D3</th>
<th>D4</th>
<th>D5</th>
<th>D6</th>
<th>D7</th>
<th>D8</th>
<th>D9</th>
<th>D10</th>
<th>D11</th>
<th>D12</th>
<th>Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>D2</td>
<td>0.3582**</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>D3</td>
<td>0.2482*</td>
<td>0.2402*</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>D4</td>
<td>0.1805</td>
<td>0.0117</td>
<td>0.2031</td>
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<tr>
<td>D5</td>
<td>0.4107***</td>
<td>0.0127</td>
<td>0.1909</td>
<td>0.3479**</td>
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</tr>
<tr>
<td>D6</td>
<td>0.3805***</td>
<td>0.2535*</td>
<td>0.0790</td>
<td>0.2159</td>
<td>0.3919***</td>
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</tr>
<tr>
<td>D7</td>
<td>0.1476</td>
<td>0.3417**</td>
<td>0.2339*</td>
<td>-0.1019</td>
<td>-0.0324</td>
<td>0.2419*</td>
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<tr>
<td>D8</td>
<td>-0.1196</td>
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<tr>
<td>D9</td>
<td>0.3713***</td>
<td>0.0607</td>
<td>0.1731</td>
<td>0.0966</td>
<td>0.1292</td>
<td>0.2476*</td>
<td>0.0614</td>
<td>-0.1082</td>
<td></td>
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</tr>
<tr>
<td>D10</td>
<td>0.1988</td>
<td>0.0981</td>
<td>0.0985</td>
<td>0.1295</td>
<td>0.1767</td>
<td>0.2518*</td>
<td>0.1955</td>
<td>0.0783</td>
<td>0.3287**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D11</td>
<td>0.2172</td>
<td>-0.0225</td>
<td>0.4434***</td>
<td>0.1432</td>
<td>0.2079</td>
<td>0.1323</td>
<td>0.1816</td>
<td>0.1781</td>
<td>0.2692*</td>
<td>-0.0270</td>
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<td></td>
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</tr>
<tr>
<td>D12</td>
<td>0.2001</td>
<td>-0.1263</td>
<td>0.2044</td>
<td>0.1864</td>
<td>0.3115**</td>
<td>0.2335*</td>
<td>-0.2287</td>
<td>0.1563</td>
<td>0.2550*</td>
<td>0.2317*</td>
<td>0.2484*</td>
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<td>0.4229***</td>
<td>0.5602***</td>
<td>0.3826***</td>
<td>0.6012***</td>
<td>0.6275***</td>
<td>0.3611***</td>
<td>0.1960</td>
<td>0.4879***</td>
<td>0.4068***</td>
<td>0.5078***</td>
<td>0.4010***</td>
<td></td>
</tr>
</tbody>
</table>

*  (p<0.05) level of significance
** (p<0.01) level of significance
*** (p<0.001) level of significance

D1 : Role over load, D2 : Role ambiguity, D3 : Role conflict, D4 : Unreasonable group and political pressure, D5 : Responsibility for persons, D6 : Under participation, D7 : Powerlessness, D8 : Poor peer relations, D9 : Intrinsic Impoverishment, D10 : Low status, D11 : Strenuous working conditions, D12 : Unprofitability
B) Co-efficient of correlation between dimensions (stressors) of OSI and total occupational stress (after yoga).

When the correlations (after yoga) are studied, the following observations are made. The respective results are presented in table-23.

A very high correlation is observed (P<0.001) between role over load and responsibility for persons (0.41) role over load and under participation (0.38) role over load and intrinsic impoverishment (0.37) role conflict and strenuous working conditions (0.44) responsibility for persons and under participation (0.39). The correlation is significant (P<0.01) between role over load and role ambiguity (0.35) role ambiguity and powerlessness (0.34) unreasonable group and political pressure and responsibility for persons (0.34) responsibility for persons and unprofitability (0.31) intrinsic impoverishment and low status (0.32).

Further the correlation is observed to be just significant (P<0.05) between role over load and role conflict (0.35) role ambiguity and role conflict (0.24) role ambiguity and under participation (0.25) role conflict and powerlessness (0.23) responsibility for persons and poor peer relations (0.25) under participation and poor peer relations (0.24) under participation
and intrinsic impoverishment (0.24) under participation and low status (0.25) under participation and unprofitability (0.23) intrinsic impoverishment and strenuous working conditions (0.26) intrinsic impoverishment and unprofitability (0.25) low status and strenuous working conditions (0.23) strenuous working conditions and unprofitability (0.24).

The correlation is insignificant between role over load and unreasonable group and political pressure (0.18) role over load and powerlessness (0.14) role over load and low status (0.19) role over load and strenuous working conditions (0.21) role over load and unprofitability (0.20) role ambiguity and unreasonable group and political pressure (0.01) role ambiguity and responsibility for persons (0.1) role ambiguity and low status (0.09) role conflict and unreasonable group and political pressure and (0.20) role conflict and responsibility for persons (0.19) role conflict and under participation (0.07) role conflict and poor peer relations (0.06) role conflict and intrinsic impoverishment (0.17) role conflict and low status (0.09) role conflict and unprofitability (0.20) unreasonable group and political pressure and under participation (0.21) unreasonable group and political pressure and intrinsic impoverishment (0.09) unreasonable group and political pressure and low status (0.12) unreasonable group and political pressure and strenuous working conditions (0.14) unreasonable group and
political pressure unprofitability (0.18) responsibility for persons and intrinsic impoverishment (0.12) responsibility for persons and low status (0.17) responsibility for persons and strenuous working conditions (0.20) under participation and poor peer relations (0.13) under participation and strenuous working conditions (0.13) powerlessness and poor peer relations (0.11) powerlessness and intrinsic impoverishment (0.06) powerlessness and low status (0.19) powerlessness and strenuous working conditions (0.18) poor peer relations and low status (0.07) poor peer relations and strenuous working conditions (0.17) poor peer relations and unprofitability (0.15).

It is also noted that there is an inverse correlation between role over load and poor peer relations (-0.11) role ambiguity and poor peer relations (-0.13) role ambiguity and strenuous working conditions (-0.02) role ambiguity and unprofitability (-0.12) unreasonable group and political pressure and powerlessness (-0.10) unreasonable group and political pressure and poor peer relations (-0.19) responsibility for persons and powerlessness (-0.03) powerlessness and unprofitability (-0.22) poor peer relations and intrinsic impoverishment (-0.10) low status and strenuous working conditions (-0.02).
It is observed that all dimensions (stressors) of OSI except poor peer relations, contributing significantly to the total occupational stress.

When the correlations (before and after yoga) are compared, it is observed that after yoga, correlations between most of the dimensions of OSI were not significant. This may be due to some attitudinal changes or changes in perception of managers, which moderate the relationship between a potential stress condition and employee's reaction to it. Such changes in managers may change their interpretation of these factors or stressors and their behaviour or reaction to the stressors. This may lessen the negative effects of stress and / or affects the relations among stressors or dimensions.

Hence, an overall observation of the results before and after yoga indicates that dimensions of OSI contribute significantly and positively to the total occupational stress.

Thus, the fifth subsidiary hypothesis- "There is a positive and significant correlation between dimensions of OSI (stressors) and total occupational stress" is proved and accepted.
Section-VIII:

A) Co-efficient of correlation between dimensions of MSIQ and overall managerial skills (before yoga).

B) Co-efficient of correlation between dimensions of MSIQ and overall managerial skills (after yoga).

The related results are presented in table 24 and 25.

Table-24 showing coefficient of correlation between dimensions of MSIQ and overall managerial skills (before yoga).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Motivating</th>
<th>Decision Making</th>
<th>Leadership</th>
<th>Interpersonal Relationship skill</th>
<th>Communication</th>
<th>Managerial skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivating</td>
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<td></td>
</tr>
<tr>
<td>Decision Making</td>
<td>0.2526*</td>
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<tr>
<td>Leadership</td>
<td>0.2968**</td>
<td>0.3458**</td>
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<tr>
<td>Interpersonal Relationship skill</td>
<td>0.1508</td>
<td>0.3934***</td>
<td>0.3888***</td>
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<td></td>
</tr>
<tr>
<td>Communication</td>
<td>0.0097</td>
<td>0.2676*</td>
<td>0.2898*</td>
<td>0.5124***</td>
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<tr>
<td>Managerial skill</td>
<td>0.5453***</td>
<td>0.7096***</td>
<td>0.7177***</td>
<td>0.7211***</td>
<td>0.5822***</td>
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</tr>
</tbody>
</table>

* (p<0.05) level of significance
** (p<0.01) level of significance
*** (p<0.001) level of significance
As the above table suggests, a very high significant correlation (P<0.001) is observed for decision-making and interpersonal relationship skill (0.39) leadership and interpersonal relationship skill (0.38) interpersonal relationship skill and communication (0.51). A significant correlation (P<0.01) is noticed between motivating skill and leadership (0.29) decision-making and leadership (0.34).

Correlation just significant (P<0.05) is noted between motivating and decision-making (0.25) decision-making and communication (0.26) leadership and communication (0.28). No significant correlation is found between motivating and interpersonal relationship skill (0.15) and inverse correlation is observed between motivating and communication (-0.009).

It is clear from the observations that all dimensions of MSIQ are significantly (P<0.001) and positively correlated with the overall managerial skills.
B)

Table-25 showing coefficient of correlation between dimensions of MSI9 and Overall Managerial Skills (After Yoga).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Motivating</th>
<th>Decision Making</th>
<th>Leadership</th>
<th>Interpersonal Relationship skill</th>
<th>Communication</th>
<th>Managerial skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivating</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Decision Making</td>
<td>0.2667*</td>
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<tr>
<td>Leadership</td>
<td>0.3436**</td>
<td>0.3502**</td>
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</tr>
<tr>
<td>Interpersonal</td>
<td>0.3036**</td>
<td>0.3914***</td>
<td>0.4634***</td>
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<td></td>
</tr>
<tr>
<td>Relationship skill</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Communication</td>
<td>0.0675</td>
<td>0.3035**</td>
<td>0.3308**</td>
<td>0.6161***</td>
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<td></td>
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<tr>
<td>Managerial skill</td>
<td>0.5996***</td>
<td>0.6700***</td>
<td>0.7562***</td>
<td>0.7859***</td>
<td>0.6249***</td>
<td></td>
</tr>
</tbody>
</table>

* (p<0.05) level of significance  
** (p<0.01) level of significance  
*** (p<0.001) level of significance

As shown in the above table, a very high correlation (P<0.001) is observed between decision-making and interpersonal relationship skill (0.39) leadership and interpersonal relationship skill (0.46) interpersonal relationship skill and communication (0.61). The significant correlation (P<0.01) is observed between motivating and leadership (0.34) motivating and interpersonal
relationship skill (0.30) decision-making and motivating (0.35) decision-making and communication (0.30) leadership and communication (0.33). The correlation is found to be just significant between motivating and decision-making (0.26). The correlation between motivating and communication is found not significant.

It is also noticed that all dimensions of MSIQ are positively and highly correlated with overall managerial skills. The observed fact is that after yoga, all the dimensions of MSIQ are positively and significantly correlated with overall managerial skills except communication. There is no inverse correlation as such.

The significant positive change in the correlations between dimensions of MSIQ may be due to the reduced occupational stress and significant improvement in the managerial skills after practicing yoga (SAVPY).

Thus, the sixth subsidiary hypothesis—"There would be significant positive correlation between dimensions of MSIQ and overall managerial skills" is investigated and accepted in the light of the obtained results.